



This is a digital copy of a book that was preserved for generations on library shelves before it was carefully scanned by Google as part of a project to make the world's books discoverable online.

It has survived long enough for the copyright to expire and the book to enter the public domain. A public domain book is one that was never subject to copyright or whose legal copyright term has expired. Whether a book is in the public domain may vary country to country. Public domain books are our gateways to the past, representing a wealth of history, culture and knowledge that's often difficult to discover.

Marks, notations and other marginalia present in the original volume will appear in this file - a reminder of this book's long journey from the publisher to a library and finally to you.

Usage guidelines

Google is proud to partner with libraries to digitize public domain materials and make them widely accessible. Public domain books belong to the public and we are merely their custodians. Nevertheless, this work is expensive, so in order to keep providing this resource, we have taken steps to prevent abuse by commercial parties, including placing technical restrictions on automated querying.

We also ask that you:

- + *Make non-commercial use of the files* We designed Google Book Search for use by individuals, and we request that you use these files for personal, non-commercial purposes.
- + *Refrain from automated querying* Do not send automated queries of any sort to Google's system: If you are conducting research on machine translation, optical character recognition or other areas where access to a large amount of text is helpful, please contact us. We encourage the use of public domain materials for these purposes and may be able to help.
- + *Maintain attribution* The Google "watermark" you see on each file is essential for informing people about this project and helping them find additional materials through Google Book Search. Please do not remove it.
- + *Keep it legal* Whatever your use, remember that you are responsible for ensuring that what you are doing is legal. Do not assume that just because we believe a book is in the public domain for users in the United States, that the work is also in the public domain for users in other countries. Whether a book is still in copyright varies from country to country, and we can't offer guidance on whether any specific use of any specific book is allowed. Please do not assume that a book's appearance in Google Book Search means it can be used in any manner anywhere in the world. Copyright infringement liability can be quite severe.

About Google Book Search

Google's mission is to organize the world's information and to make it universally accessible and useful. Google Book Search helps readers discover the world's books while helping authors and publishers reach new audiences. You can search through the full text of this book on the web at <http://books.google.com/>

BANCROFT, W.A. - Statement on Behalf of the Boston
Elevated Railroad Company

LI 4400 5

4491
B72
1915
B3x

BANCROFT, William A

Statement on behalf of the Boston elevated railway company. Feb. 1915.

LITTAUER LIBRARY
HARVARD UNIVERSITY

Before the Committee on Metropolitan Affairs

STATEMENT ON BEHALF

OF THE

BOSTON ELEVATED RAILWAY COMPANY



BY

MAJ. GEN. WILLIAM A. BANCROFT
President

FEBRUARY, 1915

BOSTON

PRESS OF GEO. H. ELLIS CO.

1915

Before the Committee on Metropolitan Affairs.

**STATEMENT ON BEHALF OF BOSTON ELEVATED
RAILWAY COMPANY.**

There are now pending before your Committee the following matters with respect to which I desire to state the position of the Elevated Road:—

1st. Certain bills providing for the construction of the following additional subways:—

An extension of the Dorchester tunnel from *Andrew Square to Codman Square in Dorchester.* (Senate Bills 128, 313, and House Bills 135 and 1010.)

A subway from *Dudley Street to Grove Hall in Roxbury.* (House Bill 1011.)

A subway from *Forest Hills to Roslindale Square.* (House Bill 1125.)

An extension of the *Washington Street tunnel to Dudley Street* and removal of the elevated structure. (House Bill 732.)

2d. Bills providing for the construction of a station in the Boylston Street subway at Arlington Street. (House Bills 369, 370, 371, 372 and 1278.)

3d. A bill providing for the removal of the surface tracks of the Elevated on Washington Street between Adams Square and Kneeland Street, and directing the city of Boston to establish a new route between the same points. (House Bill 1124.)

First: As to additional subways. There are now in the course of construction by the Transit Commission under the legislation of 1911 the following subways:—

The Dorchester tunnel from Park Street to Andrew Square by way of the South Station;
The Boylston Street subway; and
The so-called East Boston tunnel extension.

The cost of these tunnels when completed will undoubtedly exceed \$15,000,000, and this does not include the cost of the necessary equipment, nor does it include the cost of completing the Boylston Street subway either to Park Street or to some point in the vicinity of the South Station or elsewhere as may be hereafter decided.

No estimates have been made of the cost of the proposed subways from Dudley Street to Grove Hall, or from Forest Hills to Roslindale Square. The Transit Commission have, however, estimated that the cost of constructing an extension of the Dorchester tunnel from Andrew Square to Codman Square would exceed \$6,000,000, that the cost of extending the Washington Street tunnel to Dudley Street would be approximately \$9,000,000, and that the cost of the elevated structure between those two points, which it is proposed to destroy, was nearly \$7,500,000.

Comparatively few people appreciate the rapidity with which additional transit facilities have been provided within the last eighteen years. The amount of money which has been invested is out of all proportion to any increase in the business or in the income derived by the Road.

In determining the attitude of the Elevated Road with respect to propositions for new subways and other burdens, it is essential that the Road should take into consideration not only the relative benefit, if any, which might accrue to particular portions of the community, but also the cost and the losses which the Company would incur by reason of any new subways, and its financial ability to provide for such addi-

tional burdens. The investment, the charges and the operating expenses have increased vastly more than the income.

In 1897, as shown on the chart by a red line, the investment was about \$26,000,000, and the total earnings nearly \$9,000,000. Now the investment, excluding the Dorchester tunnel and the East Boston tunnel extension, is over \$110,000,000, while the total annual earnings are about \$18,000,000. In other words, while the investment has increased over three hundred (300) per cent. the total earnings have increased only one hundred (100) per cent. The charges in 1897 were \$880,000, and now they are over \$5,500,000. That is, the charges have increased five hundred (500) per cent., while the total earnings have increased only one hundred (100) per cent.

Of course, the main burdens have been the investment in Rapid Transit provisions, which have amounted to about \$70,000,000, and the increase in wages two years ago which has amounted to about \$500,000 a year, or to about two (2) per cent. on our capital stock. Generally speaking, the subways and tunnels have been a loss. The Cambridge subway is losing us over \$391,000 a year, and the Boylston Street subway \$100,000 a year. The Washington Street tunnel is, we believe, also a heavy loss; but because of the complications and the difficulty of getting at the exact revenue derived therefrom, we are unable to make any reliable calculations. The Tremont Street subway and the East Boston Tunnel together probably earn us something—not much—and we believe that both the Dorchester tunnel and the East Boston tunnel extension will be losers.

There now comes up the question of depreciation, which we have been able to take care of in the past, but which now calls for a much greater amount annually.

We naturally object to the imposition of other conditions which would make a still greater loss.

Be this statement new or old, it is of a stubborn fact, and accounts for our attitude.

The people of metropolitan Boston are a good people.

I have lived among them for over forty (40) years.

I have no complaint of their personal treatment of me.

I like them—but, in street cars they are getting more than they pay for; or, as I prefer to put it, they ought to pay more for what they are getting.

They have the best service for the money in the United States—rapid transit far beyond larger cities—subway, tunnel, boulevard and elevated and free transfers to surfeit. Wages have been raised—the service has even been adjudged the safest in the country, and yet

Investors are not getting a fair return.

The public, the employee, and the investor are the three elements to be taken care of, and the investor is the only one who does not get what is fair.

The financial condition of the Boston Elevated Railway Company is important from the standpoint of the public as well as from the standpoint of the stockholders. No corporation can give good service or provide additional facilities to meet public requirements unless it is in a financially sound condition. Our experience with the great railroad systems of New England in the last few years emphasizes the truth of this.

At the present time the stock of the Boston Elevated Railway Company is selling on the market at \$90 per share, which is substantially less than par. No new stock can be issued under the laws of the State of Massachusetts at a less price than par, so that as things now stand it is impossible for the Boston Elevated to issue additional stock to provide new money for improvements and additions.

It is not in the interest of the public that any additional burdens should be imposed upon the Company which would jeopardize its dividends or prevent its stock from having a market value which would enable the Company to obtain new money from time to time.

The present subways which are now in the course of con-

struction were authorized by legislation in 1911. The circumstances attending that legislation gave the Company the right to assume and to insist that no further subway burdens should be imposed upon it until at least the subways authorized in that year had been completed and an opportunity given to find out by actual operation to what extent they met the reasonable requirements of the communities to be served. Some members of the Committee are familiar with the circumstances of that legislation, but for the benefit of those who are not, I should like to state very briefly what took place at that time.

For a number of years the people of Dorchester had been before the Legislature asking for the construction of a tunnel from Park Street by way of the South Station to South Boston and Dorchester and out to Mattapan and Milton Lower Mills. People in the vicinity of Newton, Brighton, and Allston had been before the Legislature seeking for rapid transit and for the construction of the so-called Riverbank subway. The people from the West End, in the vicinity of Charles Street and Bowdoin Square, had been before the Legislature, Transit Commission, and the Railroad Commission asking for additional rapid transit facilities. All these matters had been before the Legislature for 2, 3 and 4 years, and had been considered not only by the Transit Commission, but by the Board of Railroad Commissioners. They were all finally referred to the Transit Commission. The Elevated Road took the position that it was already burdened with all the obligations in regard to subways and elevated structures which it could afford to assume, and that, in any event, it should not be asked to assume the burden of the proposed subways unless its tenure of existing subways could be made certain so that it could properly finance the additional undertakings.

Various hearings were had before the Transit Commission, and the representatives of the Dorchester interests agreed that they would be satisfied, for the present at least, with

a tunnel from Park Street to Andrew Square. The Transit Commission recommended, and the Legislature decided, that the leases of the existing subways should be extended provided the Elevated Road would consent to the construction:—

1. Of a tunnel from Park Street by way of the South Station to Andrew Square in Dorchester, which was the tunnel the representatives of Dorchester agreed they would be satisfied with;
2. The construction of the Boylston Street subway in place of the Riverbank subway; and
3. The construction of an extension of the East Boston tunnel, substantially to Charles Street.

This arrangement was embodied in two acts, namely, Chapters 740 and 741 of the Acts of 1911, and these acts were submitted for acceptance, first, to the city of Boston, and, second, to the Boston Elevated Railway Company. The acts were accepted by both parties, and thereupon leases were entered into between the city of Boston and the Boston Elevated Railway Company, and the construction of the subways in question was begun.

Of course, I do not claim that there was any binding agreement as such, covering the matter of other and additional subways, yet I do claim that it is only fair and reasonable under all the circumstances that no additional subway burdens should be imposed upon the Elevated Road, at least until the subways authorized by the legislation of 1911 have been completed and put in operation.

Second: As to the proposed Arlington Street station.

I have read the stenographic record of the testimony before the Committee on Metropolitan Affairs on February 10, relating to the proposed station at Arlington Street in the Boylston Street subway.

Two things are clear. First, that the Boylston Street people say that they made a mistake in getting the subway

under Boylston Street, and, second, that the station is wanted to help their business.

The Railroad Commissioners distinctly ruled that a street railway system is not primarily for the purpose of developing business at a particular spot. Incidentally, it may help business, but only incidentally. It is not to be used for the express purpose of helping business.

Now as to the mistake. Everybody makes mistakes. We do not blame the Boylston Street people for making a mistake and getting a subway. We do not even say, "We told you so," but it is entirely proper and fair to say, when people make a mistake upon an important question, that their judgment on that very question should be distrusted. And so we distrust the remedy proposed to correct the mistake.

In the first place, it is highly important to keep in mind the fact that more than one-half of the passengers concerned, either cannot use the subway at all, namely, those coming from Huntington Avenue, from the south or west; or have a more convenient method, namely, those coming from the Tremont Street Subway, from the east and north. That is, the Huntington Avenue passengers cannot use the subway to reach Arlington Street, and those coming from the north and east are brought to the surface at Arlington Street, which latter is a much more convenient way than coming up out of a subway station.

For short distances, surface stations are more convenient than underground or overhead stations. We have not reached in Boston the size of New York. Metropolitan Boston's population is 1,500,000; New York's, 5,000,000. We cannot support four-track subways,—two tracks for express and two for local service. Here, our two-track subways furnish express service and our surface cars furnish local service. Just as a New York passenger transfers from an express train to a local train to reach his destination, so here in Boston a subway passenger transfers to a surface car to reach his destination. The Boston passenger has usually a much shorter distance to

go—one advantage that Boston has. In New York a passenger landed as near to his destination as Arlington Street is to Copley Square would consider himself well cared for. If he rode further in a surface car, he would pay. Here, we do better. We carry him free.

There has been ample surface service in the district immediately contiguous to the corner of Arlington and Boylston Streets; that is, on Boylston Street, Park Square, and Columbus Avenue. Eighty-eight cars an hour in normal hours enter this district and in rush hours one hundred forty-three cars an hour enter it. Sixty and ninety-three per hour enter the subway at Arlington Street. They come from Chestnut Hill; Harvard Square, Cambridge, both Harvard Bridge and East Cambridge Viaduct; Raleigh Street; Central Square, Cambridge; Dorchester and Dudley Street; Cypress Street, Brookline, via Brookline Village; Jamaica Plain by way of South Huntington Avenue; Hyde Square, Jamaica Plain; Cypress Street, via Brookline Village and Longwood Avenue; Milton, via Dudley Street; Allston, via Brookline Village; Lenox Street, via Columbus Avenue; the Boston and Worcester cars; Franklin Field, via Seaver Street, Dudley Street; North Station, via Charles and North Charles Street; the South and West End lines; from City Point, South Boston; from Kendall Square, Cambridge; from Marine Park via Summer Street Extension, and, of course, by transfer from the entire system.

There is no district better accommodated—great as are the accommodations of the elevated—in any part of the system.

The scheme both of the Transit Commission and of the Elevated was to provide a surface station at Arlington Street, and the new open cut, and waiting platform were made at much expense to supply a provision both suitable and adequate.

It is a fact that the utility of a station in a rapid transit thoroughfare is usually misconceived. Only a very few people will use such a station if they have to walk to or from it. The

Elevated scheme has been to establish stations not at given points, as was said at the former hearing, of perhaps 1,500 feet apart, but at points fed, so to speak, by other lines, so that large numbers may ride to the stations on these "feeder" lines. So we have Harvard Square, Central Square, Kendall Square, Sullivan Square, City Square, North Station, Battery Street, State Street, Revere Beach and Rowes Wharf, South Station, Beach Street, Dover Street, Northampton Street, Dudley Street, Egleston Square, and Forest Hills. Thompson Square and Green Street, without feeders, were forced upon us and, as we expected, have done very little business, for they were mistakes.

The stations in the Washington Street tunnel make practically one terminal, but the rule holds good; that is, Union-Friend and Haymarket, State and Milk, Winter and Summer, Boylston and Essex, are all fed by cross or intersecting lines.

No such condition is afforded at Arlington Street, but such need as exists is recognized by the surface station.

Much was said on February 10th about developing Boylston Street and comparisons were made with Washington Street. Now Boylston Street was never intended to be and will never be in our ken wholly a business street. Upon it border the Common, the Public Garden, the Arlington Street Church, the Museum of Natural History, the Institute of Technology, Trinity Church, Copley Square, the Public Library, the New Old South Church, Boston University and the Racquet Club, making it, in a sense, almost a one-sided business street.

But Boylston Street is already developed. What there is left beside the places just recited is now devoted to business purposes. Boylston Street is doing well. We should not be running 143 cars per hour into or near it, besides 90 in the subway, if it were not doing well. The real areas to be developed in this vicinity are those off Columbus Avenue, St. James Avenue, Arlington Street Extension and Providence Street, and as they are developed, additional surface service

will be supplied. Both the East Boston tunnel, the Dorchester tunnel, and the extension of the Boylston Street subway itself may contribute to this development.

Just one word about the misunderstanding, which was mentioned by several, that there was to be a station at Arlington Street in the subway. This has no basis. The law, which expressly named only the Massachusetts and Copley stations, was passed in June, 1911. The vote of the City Council authorizing the extension of Arlington Street was not passed until March, 1912, nine months afterwards. The vote of the Street Commissioners was not passed until June, 1912, and the principal building erected was not begun until the winter of 1913.

It should be borne in mind that the Elevated Road accepted the Boylston Street subway in substitution for the Riverbank subway upon the understanding that the only stations upon it outside of the stations at the corner of Tremont and Boylston Streets and at Park Street should be the stations at Massachusetts Avenue and at Copley Square. The question of the additional expense was of extreme importance, as the estimates made at the time showed that the Boylston Street subway would in any event cost substantially more than the Riverbank subway—about \$1,000,000 more. The addition of a station at Arlington Street in the original act would have meant not only an additional capital investment of either \$180,000 without escalators or \$230,000 with escalators, but also an additional annual expense of from \$36,000 to \$46,000 a year, depending upon whether or not escalators were installed.

But, in any event, should not this well-considered and carefully prepared plan of the Legislature, of the Transit Commission and of the Elevated be given more than a few months' trial before they are asked to change it? The Boylston Street people themselves are tired of having the street dug up. Under the act of 1911, the Elevated took a lease of subways and tunnels, including the Dorchester tunnel,

the East Boston tunnel extension and the Boylston Street subway, which, with equipment and the completion of the Boylston Street subway, will cost over \$20,000,000. The subway was opened for use only in October, 1914. The others are not yet even done. Isn't it a little early to change the plan, before anybody knows how that plan will work? The possibilities of the subway are yet to be found out, to say nothing of the two tunnels. At least let them have a fair trial.

With reference to House Bill 1124, which provides, in substance, that the Elevated shall remove its surface tracks on Washington Street between Adams Square and Kneeland Street, and directs the city of Boston to establish a new route between the same points, it is obvious that the present service on Washington Street serves an extremely useful purpose and cannot be dispensed with unless something else is substituted for it. Whether it is practicable for the city to establish any other route at any reasonable expense which would provide equivalent service, I am unable to say.

Just a word about the proposed removal of the elevated structure. Apart from the legal and financial considerations involved, there is a very practical reason why the structure should not be taken down.

We may need more rapid transit thoroughfares, but we certainly do not need less. It may be necessary to place a third track on the elevated structure. It may be necessary even at some future time to build a subway, but I can conceive of no greater mistake than to do away with a thoroughfare that we already have.

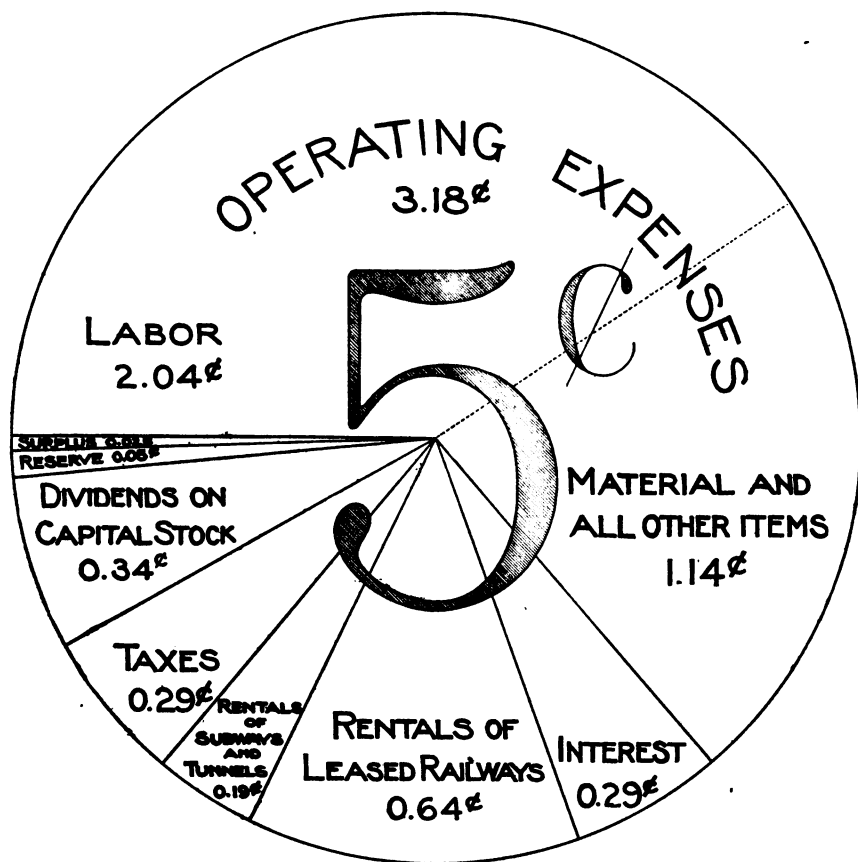
As the community grows larger, as do the New York communities, the Philadelphia communities, and the Chicago communities, more are built, but none is taken down.

It is common sense to hold on to what you've got. You need it now. You will need it in the future.

WILLIAM A. BANCROFT,

President.

DISTRIBUTION OF GROSS EARNINGS FOR THE YEAR ENDING JUNE 30, 1914.




OPERATING EXPENSES			
Labor	7,247,064.66		40.85%
Material and all other items	<u>4,050,796.80</u>		<u>22.84</u>
		11,297,861.46	63.69
INTEREST B. E. RY. Co.		1,020,067.02	5.75
RENTALS OF LEASED ROADS		2,264,201.00	12.77
RENTALS OF SUBWAYS AND TUNNELS			
Tremont St. Subway	188,912.96		
East Boston Tunnel	64,262.92		
Washington St Tunnel	354,605.04		
Cambridge Connection	<u>70,119.52</u>		
		677,900.44	3.82
TAXES		1,040,946.80	5.87
DIVIDENDS		1,193,970.00	6.73
RESERVES		180,000.00	1.01
SURPLUS		<u>63,198.55</u>	<u>0.36</u>
TOTAL		<u>17,738,145.27</u>	<u>100.00%</u>

(Not including interest charged to construction \$47,832.98)



GAYLORD			PRINTED IN U.S.A.

PRINTED IN U.S.A.

HE4401.B72 1915 .B3x
Statement on behalf of the Boston E
Littauer Library AYX4437

3 2044 041 678 160

